BRITISH COLUMBIA

PERFORMANCE PLAN

2000-2001

MINISTRY OF SOCIAL DEVELOPMENT AND ECONOMIC SECURITY

DOC
BC
S4923
D:P4
2000/01
c.3

Date: April 20, 2000

LEGISLATIVE LIBRARY OF BRITISH COLUMBIA
3 3298 00240 6388

Table of Contents

Minister's Message 3

Deputy Minister's Message 4

Introduction 5

Ministry Vision, Mission and Values 9

Environmental Scan 10

Organization and Core Business 11

Ministry Goals and Objectives 13

Links to Government Priorities 14

Making a Difference 15

Key New Strategies and Anticipated Outcomes 16

Proposed Ministry Budget 2000-2001 23

Minister's Message

I am very pleased to introduce the Ministry of Social Development and Economic Security's 2000-2001 Performance Plan.

This ministry has an ambitious and important mandate – linking people with opportunities for success. The new global economy means new challenges and adjustments for all of us. Many individuals and families in B.C. and across Canada are having a hard time making those adjustments, getting ahead and staying ahead. For low and modest income families, the struggle to make ends meet has become more difficult.

It's the job of the Ministry of Social Development and Economic Security to support people and families in need with programs that really do make a difference in key areas such as income support, housing, child care and employment services. These key areas of government responsibility have been brought together in this ministry so they can be managed in a co-ordinated way to make sure real positive change takes place.

As part of government's agenda to achieve social balances, this ministry will work to reconnect with the hopes and values of B.C. families through a number of initiatives. By supporting parents through greater access to safe, affordable child care, and through other BC Benefits services, the ministry is delivering a broad range of programs that help low-income working people get ahead in life.

For many young people, that all-important first job can start them down the road to economic security and a bright future. The ministry will continue to offer assistance to our youth by expanding opportunities in job placement programs in addition to helping those people in resource-based work get the assistance they need to move into the new economy.

This ministry will also continue funding new social housing so that all British Columbians have opportunities to share in B.C.'s expanding and diversifying economy. BC Housing has a proud history of working hard to provide all British Columbians with safe, affordable and appropriate housing which leads to healthy communities.

Ultimately, the Ministry of Social Development and Economic Security is all about making sure British Columbians have the opportunity to fulfill their potential and succeed in our economy and their communities. The ministry can make a big – and positive – difference in the lives of British Columbians. This plan is a step toward accomplishing just that.

The Honourable Jan Pullinger
MINISTER

Deputy Minister's Message

The Ministry of Social Development and Economic Security was created in July, 1999 to bring together key areas of government's social programming. This co-ordinated approach allows the ministry to set a variety of objectives simultaneously, and to find new and innovative ways of addressing complex social and economic problems.

Already we have seen the benefits of this approach. In eight months we have announced:

- A major public consultation on the future of child care in British Columbia.
- Modest first steps in the development of a comprehensive child care program.
- Creation of hundreds of new social housing units.
- Continuing success as we move more people from welfare to work.
- Supports to employment for people with disabilities.
- Report of the second Barrett Commission on leaky condominiums.
- Jobs Start program to help youth gain work experience.
- Restoration of the earnings exemption.
- Two percent increase for income assistance participants (effective July 26, 2000).
- Job placement program for BC Benefits participants.
- Self-employment program for people receiving BC Benefits.

The ministry touches the lives of hundreds of thousands of British Columbians – reaching people in all walks of life in all parts of the province. In 2000/2001 fiscal year, we want to build on these successes by helping more British Columbians find and keep jobs, improving access to affordable and appropriate housing, working towards a comprehensive child care system, increasing opportunities for people with disabilities, and helping communities meet local needs. We will strengthen our partnerships with communities and other levels of government, further improve our fiscal accountability, and further enhance service quality.

This plan describes these goals and how we intend to work toward meeting them. Our staff are our greatest resource, and we will be working across all levels to deepen and broaden our commitment to link people with opportunities for success. I look forward to working with staff and stakeholders as we turn our vision into reality.

Sharon Manson Singer
DEPUTY MINISTER

Introduction

The Ministry of Social Development and Economic Security is entering its first full year of operation. In developing our mission and mandate for 2000/2001, we recognize the real and practical linkages between social development and economic security for individuals, families and communities across British Columbia.

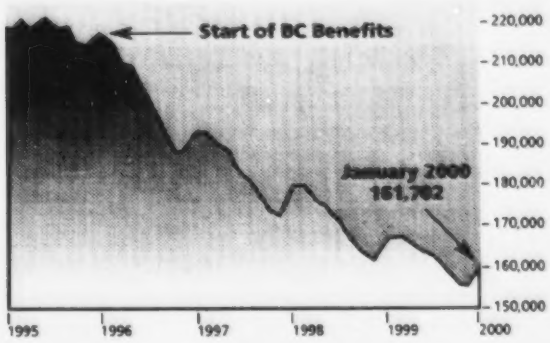
Our mission, linking people with opportunities for success, includes the need to shape government services to meet the evolving realities of British Columbia's expanding, diversifying economy. This ministry and its crown corporation affiliates contain many of the key building blocks for achieving these successes:

- Employment Services
- Benefits Management
- Programs for People With Disabilities
- Child Care
- Housing

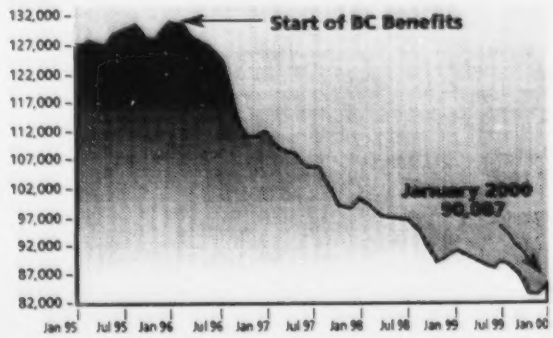
Employment Services and Benefits Management

Since the introduction of BC Benefits in 1996, thousands of job-seeking British Columbians have successfully made the move from welfare to work. Income assistance caseloads clearly show the success of BC Benefits.

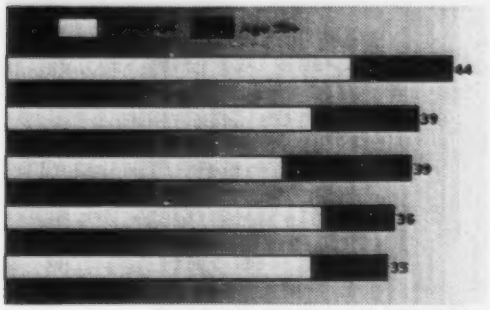
Income Support Total Cases



Children in IA Families

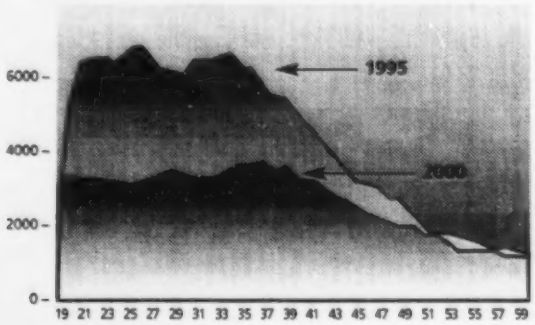


The ministry is building on experience to create a new service delivery structure combining both benefits management and employment services. The result will be a seamless, "one window" service for people facing the realities of the rapidly changing labour market, and who may run out of funds before they find their next job.



The 5 BC Industries Most Likely to Face Labour Shortages in the Next 10 Years

Basic BC Benefits Caseload by Age



Child Care

The March 2000 Speech from the Throne promised that government will begin to build, with parents and care providers, a comprehensive child care system. The first step will be a new initiative to support safe, affordable before- and after-school care. This initiative will complement existing programs including the Child Care Subsidy Program, the Compensation Contribution Program, the Infant/Toddler Incentive Grant Program, the Emergency Repair, Replacement and Relocation Grants program and Healthy Kids.

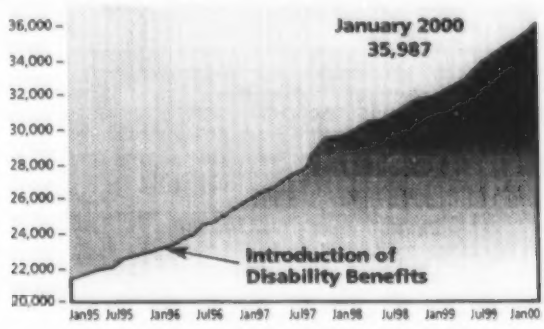
Progress in Child Care 1992 – 1999

PROGRAM	1992	1999	INCREASE	CHANGE
Licensed child care spaces	42,757	72,730	29,973	Up 70%
Under age 3 spaces (licensed group care)	1,270	3,553	2,283	Up 180%
Children receiving child care subsidy	16,862	38,413	21,551	Up 129%
School-based young parent programs	15	47	32	Up 213%

Disability Benefits

Government is committed to supporting the most vulnerable people in our communities, including people with disabilities. B.C.'s legal definition of "disability" is the broadest in Canada and the designation is life-long. While other caseloads have been declining, the number of people receiving disability benefits continues to rise. At the same time, advances in medical science are opening new opportunities for many to achieve success through employment.

Basic BC Benefits Caseload by Age

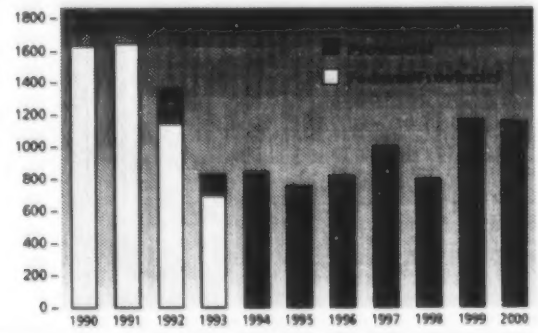


Several areas of the ministry are dedicated to helping people with disabilities participate more fully in their communities and the labour market. An Assistant Deputy Minister has been appointed to identify new opportunities for people with disabilities to seek employment and succeed in the labour market. The Office for Disability Issues, which is a cross-government resource for co-ordinating disability-related policy, now reports to the ministry's corporate services division.

Housing

A safe place to call home is an aspect of social development that is critical to achieving economic security for everyone. B.C. is one of only two provinces that have continued investing in social housing despite the withdrawal of the federal government from the social housing field. During this fiscal year, this ministry will continue to deliver a range of programs through its Housing Development Division and two affiliated crown corporations: BC Housing Management Commission and the Homeowner Protection Office. The BC Housing Management Commission oversees and develops social housing units.

Social Housing Commitments by Program Year



One important aspect of safe, affordable housing is responding to the "leaky condo" crisis. Responses to the recommendations of the Commission of Inquiry Report into the Quality of Condominium Construction in British Columbia will be developed and delivered in the coming months.

The Homeowner Protection Office licenses residential builders, administers re-construction loans and delivers research and education programs.

Homeowner's Reconstruction Loan Program

(MARCH 31, 2000)

Applications received	3,220
Applications approved	2,320
Applications not meeting eligibility requirements or withdrawn	409
Applications in progress	491

Number of Strata Corporations from which we have received applications which have been approved.	**2,320**
Total $ Amount	**$46,304,920**
Average Amount per Application	**$19,959**

This performance plan examines the opportunities and challenges that lie ahead, and sets out comprehensive strategies that will make the most of our skills and resources. While acknowledging the ministry's vital ongoing programs, which are described more fully in various operational plans and annual reports, this document focuses on the challenge of co-ordinating all the elements of the expanded organization and pioneering new ways to deliver social programming.

Ministry Vision, Mission and Values

Vision

Vision statements are intended to serve as a snapshot of the desired future, as it relates to the ministry's areas of responsibility. We have a vision of a province where:

- All people are economically secure.
- All people actively contribute to their communities.
- All people have access to quality, affordable, sustainable housing and child care, jobs, and, where necessary, income support.
- Everyone shares responsibility for individual, family and community well-being.
- Communities are healthy, diverse, inclusive and sustainable.

Mission

The ministry's mission statement indicates our overall business direction, giving a sense of the core motivation for everything we do.

Our mission is:

linking people with opportunities for success

Values

The ministry's values are statements of principle that guide us in our work:

People

- We respect people in all their diversity.
- We treat people with dignity and respect.
- We value each other and the work that we do.
- We are committed to employment equity.

Self Sufficiency

- We value initiative, resilience and flexibility.
- We believe in recognizing and building on people's strengths.

Accountability

- We take personal and corporate responsibility for our work.
- We believe in fair and transparent decision-making.
- We work to return the greatest possible value for every tax dollar spent.

Excellence

- We are committed to excellent service.
- We value partnerships.
- We place a high value on dynamic ideas and innovation.

Environmental Scan

An environmental scan identifies key factors, both challenges and opportunities, that will likely influence our efforts and outcomes, over the course of this year.

Challenges

Challenges facing the ministry in 2000-2001 include:

- There is a growing gap between rich and poor.
- Many resource-based communities are in transition.
- There will be continuing fiscal restraints.
- High levels of public and stakeholder interest in child care options will lead to increased expectations.
- The condominium/leaky condo crisis and the outcomes of the Barrett Commission will add to escalating expectations for a resolution to this complex issue.
- Projections that British Columbians will become increasingly mobile indicate that the ministry will face significant challenges in delivering services.
- The ministry faces a major challenge in recruiting and retaining qualified staff and contractors.
- The need for affordable housing continues to out pace government's ability to respond.

Opportunities

Opportunities for the ministry arise from:

- British Columbia's economy is improving and diversifying, resulting in enhanced labour market opportunities.
- Through a number of federal initiatives, new federal dollars should be available for new/expanded initiatives.
- Public consultation on child care options has increased the level of public interest and involvement in child care reform.
- Through programs such as Jobs Partnership, we expect reduced BC Benefits caseloads.
- Increased access to statistics should improve the ministry's accountability and responsiveness.
- Our dynamic new organization will enhance our capacity to meet our objectives.
- There is an increased focus on accountability, both within the system and to the public.
- Increasing numbers of young people will be available for jobs.

Organization & Core Business

The ministry is organized into six inter-connected divisions:

DIVISION	COMPONENTS	CORE BUSINESS
EMPLOYMENT & BENEFITS	■ BC Benefits Service Delivery ■ Prevention, Compliance & Enforcement Branch ■ Emergency Social Services Branch ■ Child Care Operations & Delivery ■ Health Services Branch ■ Labour Market Development Agreement ■ Labour Market Attachment Branch ■ Industrial Training & Adjustment Services ■ Employment Supports ■ Employment Opportunities for Persons with Disabilities ■ Family Maintenance Program ■ Early Detection Program	Delivers income support services, and employment supports throughout the province to assist BC Benefits participants to move into the labour market. Additionally, it is responsible for the delivery of a variety of programs and supports that assist the ministry in achieving its objective of linking people with success.
HOUSING DEVELOPMENT DIVISION	■ Housing Policy Branch ■ Building Policy Branch ■ Homeowner Protection Office ■ BC Housing Management Commission	Leads policy and program development and implements programs in the areas of affordable housing, consumer protection for homebuyers and building standards for all sectors of the construction industry.
POLICY & RESEARCH	■ Social Policy Branch ■ Economic Analysis Branch ■ Legislation & Inter-Agency Branch ■ Child Care Policy Branch ■ Program Planning & Development Branch	Develops and co-ordinates ministry legislation and regulations and provides planning, policy research and analytical services.

DIVISION	COMPONENTS	CORE BUSINESS
FINANCE & MANAGEMENT SERVICES	■ Financial Services Branch ■ Human Resources Branch ■ Administrative Services Branch ■ Information Technology Branch	Supports the ministry in the areas of financial services, budget and financial planning, human resources, administrative services and information technology. This area also administers the Seniors' Supplement and Bus Pass Program.
CORPORATE SERVICES & OFFICE FOR DISABILITY ISSUES (ODI)	■ Information & Privacy Branch ■ Intergovernmental Relations Branch ■ Correspondence Branch ■ Client Call Administration Branch ■ Strategic/Business Planning Branch	Manages key issues, including information and privacy, intergovernmental relations, strategic planning, ministry correspondence and participant calls. ODI acts as a central agency for government to co-ordinate issues affecting persons with disabilities; to communicate the needs of the disability community to government, and to keep the community informed of government programs and policies affecting persons with disabilities.
COMMUNICATIONS	■ Media Relations ■ Issue Management ■ Strategic Communications Planning ■ Internet/Intranet ■ Publications ■ Inter-Government Communications	Provides communications planning, media and public relations and internal communications, publications and website services.

Ministry Goals and Objectives

The ministry's strategic goals are general statements of the results that we are trying to achieve over the long-term. The Ministry of Social Development and Economic Security has three strategic goals linked to 14 objectives.

1 *Support the efforts of British Columbians to achieve and maintain economic security.*

- **A** Increase access to jobs.
- **B** Improve access to and support for adequate, affordable and appropriate housing.
- **C** Ensure appropriate building standards are met in BC.
- **D** Link people to alternative means of economic independence.
- **E** Remove barriers to economic security.

2 *Help British Columbians to get ahead.*

- **F** Work toward a comprehensive child care system.
- **G** Increase opportunities for persons with disabilities to participate in communities and the economy.
- **H** Strengthen the capacity of communities to meet local needs.

3 *Build a more effective ministry.*

- **I** Strengthen our partnerships.
- **J** Strengthen the ministry's fiscal accountability and program integrity.
- **K** Make more effective use of technology.
- **L** Demonstrate leadership in human resources.
- **M** Develop processes to enhance service quality.
- **N** Realign regional boundaries and consolidate service delivery structures.

Links to Government Priorities

Government Priority	Relevant Ministry Goal Statement	Clarifying Remarks
HEALTH CARE	■ Economic security ■ Child care ■ Reducing barriers ■ Labour market opportunities ■ Secure housing	When British Columbians have access to quality child care, basic health services, safe and affordable housing and enhanced labour market opportunities, their economic security is improved – a key determinant of health.
FAMILY AND COMMUNITIES	■ Child care ■ Strengthened communities ■ Labour market attachment ■ Adequate housing	There is substantial evidence that a secure environment during early childhood (including quality housing, developmental opportunities, strong community ties and good role modelling) pays off in later success.
STRONGER ECONOMY FOR BC	■ Opportunities for persons with disabilities ■ Labour market opportunities ■ Secure, adequate housing ■ Child care	When people who have not been actively participating in the provincial economy move into the labour market, they contribute to the economy. In addition, activities such as housing construction and expanded child care create jobs.

Making a Difference

Each month the ministry comes in contact with more than 800,000 British Columbians though a wide range of programs, including employment services, income assistance, disability benefits, child care, housing, and building policy. The ministry has a presence in nearly every community across the province. More than 3,000 staff in more than 200 offices are committed to linking people from all walks of life with opportunities for success.

The ministry is the third largest with an annual budget of more than $2 billion. It works in partnership with participants, stakeholders, other ministries and other governments to link people with opportunities for success.

Joe, a 23-year-old Youth Works participant, was receiving BC Benefits for about a year when he enrolled in a residential maintenance program at a community college. The program, co-funded by the B.C. Government, gives participants general life skills and maintenance and construction experience. Joe now has a full time job in the construction industry, and job skills that will serve him well for life. He is now off BC Benefits.

An older worker living in a small community with few job opportunities, Shaun had to take a realistic look at his options. With help from the ministry, Shaun enrolled in a training course that familiarized him with computers and the Internet. His new skills complemented his background in power engineering, and through networking and research he was able to land a job at a local industrial site. He is now off income assistance.

Christina has a clear path to reach her career goals, and a positive attitude to get her there. The ministry is supporting Christina as she upgrades her skills and acquires the prerequisites for a veterinary assistant program. She has received instruction in math and English, learned techniques for resume writing, and has been able to work on her communication and interview skills. Christina looks forward to her journey and has already succeeded just by taking the first step.

Brian, 37, has Grade 3 literacy skills and had been on BC Benefits for some time. After participating in a ministry-sponsored training program that will lead to a career in computers, he is flourishing. "He's a natural," says his training consultant.

Key New Strategies and Anticipated Outcomes

The preceding sections have identified the ministry's overall goals and the associated 14 objectives for 2000-2001. The following tables identify the key new strategies that will be undertaken during 2000-2001 in order to achieve each objective. They do not include ongoing programs, which are a major part of the ministry's work and are described in divisional, branch, and regional operational plans.

Goal: *Support the efforts of British Columbians to achieve and maintain economic security*

STRATEGIC OBJECTIVE A

Increase access to jobs.

STRATEGIES	ANTICIPATED OUTCOME
Provide participant-access centres in an additional 10 Employment and Benefit Centres throughout BC, each equipped with job search capacity and resume writing software, making job searching using current technology available to additional participants.	10 more centres allowing participants enhanced information on jobs and job search techniques.
Through a partnership with the private sector, assist income assistance participants and applicants to find work quickly and remain employed.	During 2000 / 01, up to 6000 applicants / participants are placed in jobs and retain employment for 19 months or more.
In partnership with Canada and the Ministry of Advanced Education, Training and Technology, implement innovative pilot projects to assist displaced or at-risk older workers to become re-employed.	Implement a minimum of 2 innovative pilot projects to assist displaced or at-risk older workers to become re-employed.
Develop and initiate partnership pilot project(s) aimed at linking long-term BC Benefits participants to the labour market.	Identify pilot project partners to attach long-term BC Benefits participants to the labour market.

STRATEGIC OBJECTIVE B

Improve access to and support for adequate, affordable and appropriate housing

STRATEGIES	ANTICIPATED OUTCOME
Review the disability portion of the Homeowner Grant Program to ensure fair access for persons with disabilities.	Regulatory change implemented prior to 2001 municipal tax year.
Develop consumer protection measures for individuals living in supportive housing.	Improved consumer protection for persons such as seniors and people with disabilities who receive both housing and support services.
Develop alternate strategies for providing assistance to households with housing needs.	Identification of alternative approaches.
Develop a strategy to protect existing affordable rental housing.	Access to existing affordable market rental housing is maintained.
Introduce requirements for warranty disclosure for new homes.	Improved consumer awareness about the type of warranty on their new home.

STRATEGIC OBJECTIVE C

Ensure appropriate building standards are met in BC

STRATEGIES	ANTICIPATED OUTCOME
Take the lead in co-ordinating a cross-government response to the Barrett Commission recommendations.	Develop and implement any subsequent changes.
Clarify building envelope standards in the Building Code.	Improved understanding and application of the envelope standards in the Building Code.
Increase capacity to assist Building Code users in interpreting the code.	Better understanding of how to achieve building standards.
Introduce a licensing and mandatory third party warranty program for building envelope repairs.	Mandatory program in place.
To prevent abuse of the owner/builder exemption and ensure appropriate safeguards for consumers.	Reduction in the number of builders fraudulently using this designation.

STRATEGIC OBJECTIVE D

Link people to alternative means of economic independence

STRATEGIES	ANTICIPATED OUTCOME
Implement self-employment pilot projects across BC to support individuals to achieve self-sufficiency through alternate routes.	100 participants throughout the province.

STRATEGIC OBJECTIVE E

Remove barriers to economic security

STRATEGIES	ANTICIPATED OUTCOME
Implement the Sunrise Dental Centre, which will provide dental care in the Downtown Eastside, thereby improving dental health in the community and enhancing employability.	Improved dental care for residents in the Downtown Eastside. Increased employability and earnings for those treated.
Provide a rate increase to BC Benefits participants.	Average benefits per case increase by approximately 2%.
In concert with the Ministry of Education, develop a provincial stay-in-school initiative, which will vary by community, based on local needs, to help us understand what factors keep children in school.	Retention of youth in 6 sites through at least one grade level in the 2000/01 school year.

Goal: *Help British Columbians to get ahead*

STRATEGIC OBJECTIVE F

Work toward a comprehensive child care system

STRATEGIES	ANTICIPATED OUTCOME
First step toward comprehensive child care for BC, providing support for children in Grade 1 to age 12 for before and after school care.	Grants paid to before and after school care providers on school sites, starting January 2001.
Increase the number of spaces on school sites for school age child care for children in Grade 1 to age 12.	Grants paid to before and after school care providers to acquire new spaces starting January, 2001.

STRATEGIC OBJECTIVE G

Increase opportunities for persons with disabilities to participate in communities and the economy

STRATEGIES	ANTICIPATED OUTCOME
Developing better links between programs providing service for persons with disabilities.	Consultation process, leading to recommendations which will be completed by October, 2000.
Expand Discover Ability Disability Awareness Training to meet special request and general audience demand throughout government, and design condensed training for presentation to executive audiences.	Provide general training for up to 500 front line and program staff, and provide condensed general plus equity/accommodation training up to 100 middle managerial/supervisory level staff and up to 40 director/executive level staff.
Modify Office for Disability Issues website to become the model access design for government internet sites, featuring full accessibility to meet communication needs of audiences while satisfying other government web technical and content standards.	Complete design work by Fall 2000, construct and implement model web page by calendar year end 2000.Achieve 50% compliance to model access design standards for all government internet products by fiscal year end 2000/01.

STRATEGIC OBJECTIVE H

Strengthen the capacity of communities to meet local needs

STRATEGIES	ANTICIPATED OUTCOME
Extend eligibility for bus passes to low income seniors who have previously been excluded due to a requirement of 10 years residency in Canada.	An increase in the number of seniors receiving a subsidized bus pass.
Expanded training for community members who wish to become tribunal nominees or tribunal chairs to review appeal to tribunals of decisions made under the BC Benefits legislation.	An additional 250 trained tribunal nominees and 250 trained tribunal chairs.
Work with municipalities to ensure each community has effective Emergency Social Services teams in place, and communities have an increased awareness of the role of ESS.	160 communities with effective, ready ESS teams. Feedback to the teams indicating public awareness is increasing.
Provide local governments with planning guides on retention and development of affordable rental units and on approaches to addressing homelessness in their communities.	An increase in the number of local governments with plans that address the retention of affordable rental housing and homelessness.
Survey local governments to identify how they are planning for affordable housing and to identify barriers to this planning.	A report that communities can use to learn about ways to increase affordable housing and identification of possible provincial initiatives to support local government.
Develop policy guidelines for local government to follow in planning for affordable, rental, and special needs housing.	Clear statement of provincial housing objectives in local government planning.

Goal: *Build a more effective ministry*

STRATEGIC OBJECTIVE 1

Strengthen our partnerships

STRATEGIES	ANTICIPATED OUTCOME
Re-configure federal/ministry data exchange process to better protect privacy.	New process fully implemented by fiscal year end.
Maximize the benefits of National Child Benefit dollars by ensuring funds are effectively directed to reducing child poverty and increasing labour market attachment.	Prior to next fiscal year, provide a comprehensive report on the data collection processes and evaluation measures in place for all funded initiatives.
Work to maximize provincial access to federal funds aimed at addressing homelessness.	Reduce incidences of homelessness through projects on stream by end of fiscal year.

STRATEGIC OBJECTIVE 2

Strengthen the ministry's fiscal accountability and program integrity

STRATEGIES	ANTICIPATED OUTCOME
Enhance the ministry's collections initiative to continue action on outstanding accounts receivable.	Recovery or write-off of outstanding accounts receivable over a year old by the end of 2001/02. Encourage former participants to voluntarily repay outstanding debt in a timely fashion. Greater consistency in the identification and administration of accounts receivable.
Improve the efficiency of payments to suppliers of services to BC Benefits participants by implementing electronic commerce infrastructure to enable electronic payments and data exchange.	Improved relationships with service suppliers as a result of reducing their processing costs. Efficiencies for the ministry due to fewer cheques being produced and an electronic exchange of data with suppliers.
Implement a new accountability approach for employment services which reflects the Auditor Generals focus on performance based outcomes.	Increased ability to track, monitor, adjust and report on performance measures.

STRATEGIC OBJECTIVE K

Make more effective use of technology

STRATEGIES	ANTICIPATED OUTCOME
Initiate an electronic records management project to provide faster access to information, save staff time and reduce paper printing and postage costs.	Faster processing of records for both headquarters and field offices. Improved records management practices will reduce some occupational health and safety risks in offices. Potential reduction in space requirement for file areas. Better communication with offices.
Enter into a systems integration/data sharing initiative that will result in a substantial increase in our capacity to share information across programs and with key external partners.	Complete feasibility and requirements definition. Identify and implement short-term wins.
Improve the efficiency and quality of production of monthly benefit cheques by moving to new printing technology and facilities.	Reduced risk of production failure and printing errors.
To take advantage of service delivery technologies and improve service capacity, complete an assessment of all ministry desktop computers and related tools, including standardized e-mail, and upgrade where required.	Standardized desktop computer on every desk, resulting in more effective, efficient service delivery.
Develop a method to link participants through the public and post secondary school systems, to help us understand and maximize the links between education and labour market attachment.	Linkage of a test file between participants and school data. Development of protocols for ongoing analysis.

STRATEGIC OBJECTIVE L

Demonstrate leadership in human resources

STRATEGIES	ANTICIPATED OUTCOME
Initiate a project to identify potential skill gaps and what factors may influence early retirement choices, to facilitate the development of appropriate retention and succession planning strategies.	A detailed action plan completed by year-end that can be implemented in stages between 2001-2004.
Pilot and implement a new recruitment and selection process for Financial Assistance Workers.	Reduce selection process time for regional Human Resource Managers. Over a 5-year period, reduce the number of rejections of probation within 6 months of work. Increase the auxiliary-hiring rate of under represented group members.
Hold a management/union forum, focusing on joint ways to work co-operatively and collaboratively.	Compile list of recommendations and work collaboratively on potential implementation strategies.
As part of an overall public service plan to increase representation of visible minorities, aboriginal people and persons with disabilities, we will increase representation in auxiliary positions (entry level) to better reflect the diverse population we serve.	An increase in proportion of all auxiliary hires will be from under represented designated group members.

STRATEGIC OBJECTIVE M

Develop processes to enhance service quality

STRATEGIES	ANTICIPATED OUTCOME
Initiate a pilot project to explore innovative ways to speed up responding to Freedom of Information requests.	By year-end, reduce the average response time per request for personal information from eight months to five months.
Implement a new complaints resolution process, including training of all relevant field staff, and introduction of a tracking/evaluation system, which will promote continuous learning and enhanced problem solving.	Enhanced capacity to solve both individual and systemic service delivery problems.
Test a new service delivery format which will provide one-window approach shopping for labour market attachment, community development and benefits administration for youth, single parents, persons with disabilities and those with extra medical needs.	A full outcome evaluation will be completed by fiscal year-end.
Initiate a pilot project to test more effective and efficient ways to provide services in small remote/rural communities through use of electronic technology.	Extended services to several locations not currently receiving services within their community.

STRATEGIC OBJECTIVE N

Realign regional boundaries and consolidate service delivery structures

STRATEGIES	ANTICIPATED OUTCOME
Consolidate service delivery elements in a planned manner.	Integrated service delivery system.
Align service delivery boundaries to reflect BC Statistics parameters, enhancing our capacity to understand and respond to social and economic trends.	New regional boundaries established and ministry administrative and management infrastructure adapted to the new boundaries.

Ministry Budget 2000-2001

Classification by Sub-Vote

		Estimates 2000/01
	$000	$000
Ministers Office		417
Program Operations (net of recoveries)		241,004
Corporate Services	44,923	
BC Benefits Program Operations	167,523	
Skills Development Program Operations	28,558	
BC Benefits Programs (net of recoveries)		1,680,639
Income Assistance	810,496	
Disability Benefits	307,570	
Youth Works	125,490	
Program Services and Administered Assistance	69,847	
Child Care Services	165,500	
Bus Pass and Seniors Supplement	40,994	
Health Care and Dental Services	72,288	
Skills Development Programs	88,454	
Housing Programs		104,315
Total Vote		2,026,375